

Tailor & Stitch social report

Reporting period (Financial year: January, 2020 – December, 2020)



<https://www.tailorenstitch.nl>
<https://www.thirtyfour.eu>
<https://customizedworkwear.com>

FAIR WEAR MEMBER SINCE 27 JANUARY, 2013

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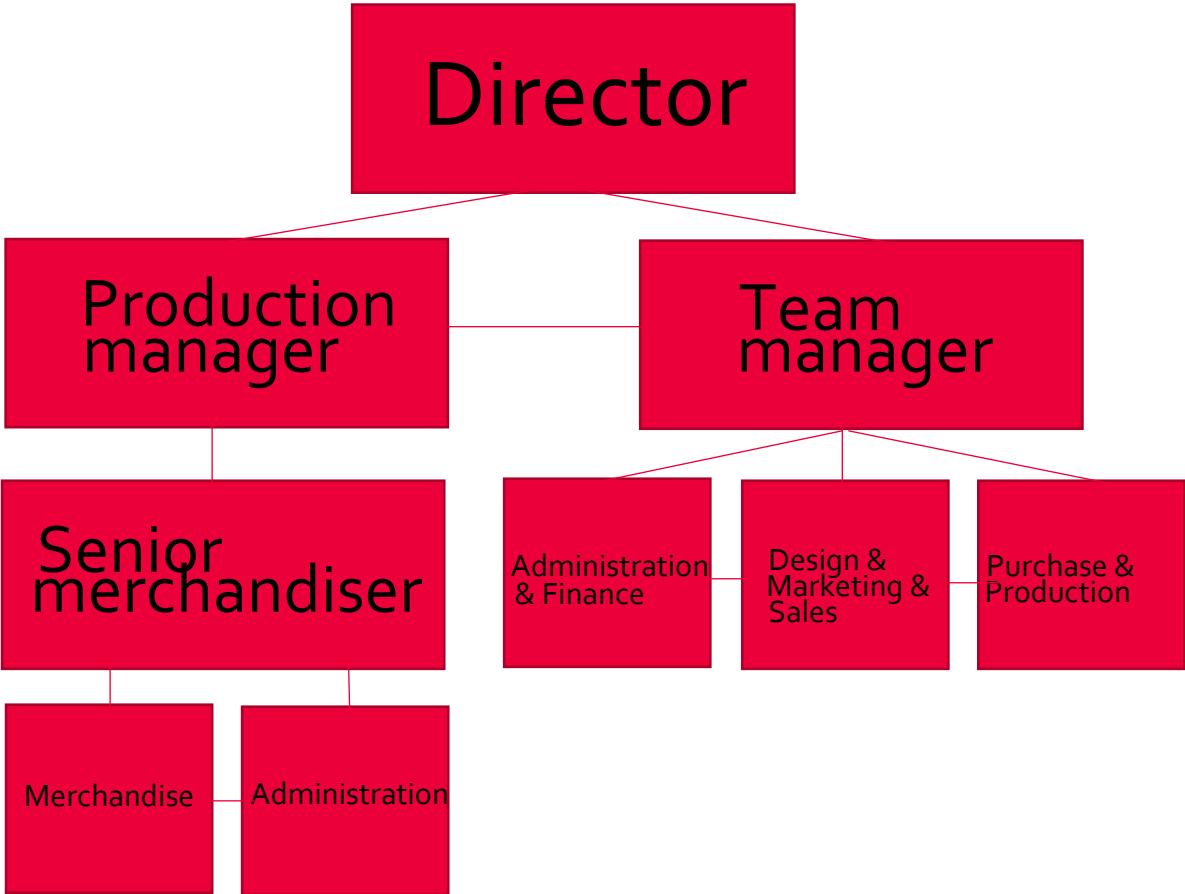
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NOTE: Under each question, please focus on the improvement that has been realised in the previous financial year. Given that the report will be published on the website, delete the parts where we explain the question/description.

Organisational chart



Summary: 2020 goals & achievements

In 2019 we opened our production office in India with the goal to have maximum insight in our supply chain. Besides our own production office in Delhi, we also launched our new digital supply chain management system. This system has been built specially for our company. These two huge accomplishments have formed a good base for further progress in 2020.

In 2020 we improved our system, we took it to the next level. We now have fully insight in following components: production, finance, shipments, stock and relations. We now know exactly which fabrics we have in stock, how many meters we have in stock and what the total value is of our stock. We make sure we sell these fabrics to our customers so our factory won't get stuck with surplus stock. Besides this we started doing our bookkeeping in the system, for a big part. Goal for next year is to do the fully bookkeeping in our systems. We also started getting our production capacity visible. We gave our system developer the assignment to create a big, interactive agenda to see all projects in one overview. This overview will show us if we have enough capacity for all projects at a certain time. If we have too much projects, we can take action so we can avoid overtimes for our tailors and delays for our customers. This project has been thought through and now the building has been started so we can introduce this new achievement in 2021. In short, we have worked out a lot of digital improvements to keep better overview and to make life easier for all employees.

Besides the digital improvements we also really focused on all the points of improvement we received from FairWear. Since we took over the management of factory The Tailors only in 2019, there were a lot of improvement points. The factory was not compliant with any of the Fair Wear Foundation standards but we managed to pass the audits in 2019. From this point we started building in 2020 towards a leadership in sustainability. We decided to focus this and next year on the living wages and we made a plan together with the factory to eventually pay 2000 INR above the minimum. We will achieve this in four steps of 500 INR. The first two steps have been made and in 2021 the following

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two steps will follow. Our tailors are very happy with their salary increase and are working very hard to increase their efficiency in return.

Of course the year 2020 turned out to be very different from what we expected. Due to COVID-19 we had to close our factory for a couple of weeks. We would like to highlight the positive aspects of the pandemic. We made sure all our tailors had enough money to get back to their family for the time being. We paid them even though they could not work for us, this resulted in a great feeling of gratitude and loyalty among our tailors.

Bart Ebink, director of Tailor & Stitch raised great awareness for the Fair Wear Foundation since he decided to take over the lead of our sustainability dossier. He reminds the offices in India and The Netherlands of the importance of Fair Wear on a daily base. He also plans meetings with fabric and trim suppliers to get to know about all new developments regarding sustainability. He attends all webinars and organizes internal meetings with both offices to discuss interesting new developments and trends.

Sourcing strategy

SOURCING STRATEGY & PRICING

Since we took over the management of the factory The Tailors, we decided to stop the further sourcing process for woven styles. We came to agreements regarding MOQ's, Leadtimes and prices with The Tailors. We work with fixed models/styles and have received an open costing for every style. We checked all open costings and came to an agreement for every style. We made a pricelist with all fixed prices and this pricelist we update every time we get a new style in the collection. Every year we will discuss the prices one time to negotiate new prices so we can work with these prices the rest of the year. We find it important that both parties make profit at the year-end closing.

Our factory and offices should make profit but on the other hand we have to make sure we won't price ourselves out of the market. To avoid this situation we started working with a technician who checks every now and then how we are working and calculating. These reports lead to higher efficiency and ensure less working hours for projects which results in less costs and better prices for our customers.

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For our knitwear we have a collaboration with Versatile but we decided to source for an extra knitwear factory. We are still happy with the quality Versatile delivers but since they are very busy our productions sometimes have to wait too long. Since we want to avoid overtime for the employees of Versatile and on the other hand don't want to delay every delivery date we gave our customer, we decided to start our sourcing process. We had a couple of criteria: Fair Wear Foundation member, similar sustainable customers, high quality, enough capacity, ability to fulfill timeline and deadlines, respect our labour standards and a competitive price.

We found some factories and our management team visited them. There was one factory meeting all our requirements and criteria and we decided to give them a try out order. Before we gave them the try out order, we contacted Fair Wear to check if they agreed with our choice. We received green light to proceed with this factory and took the FWF general conditions as a base. We came to an agreement and both parties signed the general conditions.

Type of product: workwear woven and knitted, repeating business

Sourcing country: fully focused on India (86%), only for accessories or additional sales items we use EU productions and there is one factory in China we work with

Average duration: long-term relationships, we only took over the management of The Tailors in 2019 but since this time we worked very hard on our partnerships. Our intention is to proceed for years with the partnerships we build up since the beginning.

Change sourcing strategy: most important change is that we only source FWF members now. We will get deeper into this later.

ORGANISATION OF THE SOURCING DEPARTMENT

Our director, production manager, senior merchandiser and purchase/production department will decide together if we need to start our sourcing process. Depending on what needs to be sourced one of them will get the lead of the sourcing process. Sourcing a new factory will be done by the production manager in India, she knows the market and has a great network she can approach. She will share all gathered information and this will be reviewed by the same team again. Together they make a selection and make the final decisions. Criteria is worked out in further detail in another chapter.

PRODUCTION CYCLE

Our production cycle did not change much. We still don't work with summer and winter collections. We have fixed styles but we can change colours and logo's for different customers. In general our factories do not have to make complete new patterns. We also try to work as much as possible with fabrics we have in stock. If our customer requests another colour, we only have to ask our fabric supplier for a labdip. All the fabric qualities we work with are fixed as well. More than half of our orders contain repeat orders. With all our factories we discussed a leadtime for repeat orders and a leadtime for new orders. In general all repeat orders will go to the factory who did it the last time. We ask the factory if they can confirm the timeline and delivery date before we share this with our customer.

Cycle;

1. Receiving an order from our customer
2. Adding this order as project in the tracker with all information
3. New project; ask 2 factories to fill in the enquiry withing 48 hours so we can decide who gets the order (decision based on capacity, leadtime, price). Repeat order; we ask the previous factory if the timeline is ok for them.
4. Adjust project as discussed with the factory (price, timeline, qty). Timeline is depending on capacity and if the fabrics/trims are already in house or need to be ordered.
5. Share OC with our customer and PO with the factory.
6. Factory follows the timeline we settled together. We get an update every week to confirm the timeline is still followed. If the timeline is not followed we try to find a way to win back time, otherwise we inform our customer that the goods will have a delay.
7. Before production starts we pay 30% in advance.
8. We always get pre production samples, even for all repeat orders. We let our customers approve the samples so we always know for sure bulk production will be fine.
9. Our quality manager visits the factories during every bulk production to check the quality. He also checks if they are still working according to the timeline we settled. He confirms if they will catch the planned shipment.
10. We plan a seashipment for every three weeks and an airshipment once a month. The minute we enter the project in to our system, we add a shipment. If the order is not totally finished we can send the last pieces by air so we can deliver all at once to our customer.

11. The minute production is finished and approved by our quality manager, they arrange the shipping docs and ship out the goods to our forwarder. This is also the moment we settle the rest of the payment.

After our sourcing process in 2020, we started a new collaboration with Natures Grace and gave them a try out order. This new collaboration works out fine so far. We use our enquiry software that has been implemented in our system last year. Every time we receive a knitwear order we ask both parties (Versatile and Natures Grace) for leadtimes and prices. We don't always choose price wisely, sometimes one of the two just does not have the capacity at that moment so we have to choose for the other factory. This new way of working works well for us and the factories. It is clear to all parties we don't want their employees to work overtime. They don't have to be afraid of losing a project since new projects come in every day.

Natures Grace is not only specialized in knitwear but also in wovens. We worked together with Chandramukhi for years but their last audit was not regarding our requirements (FWF). We decided to put this collaboration (for the biggest part) on hold until they solved their problems. In the meantime our woven factory The Tailors could fall back on Natures Grace if they ran out of capacity. This was a relief to our factory but also gave the right motivation to CM to start improving their Labour Standards.

In short, our strategy makes sure all our collaborations are on the same FWF level. Meaning no overtimes, enough capacity, good payments and other social services.

FACTORY RELATIONS

We only sourced one new factory this year. First we arranged a meeting with the management of both offices. Together we decided we needed to start our sourcing process, we also decided what our strategy would be and which criteria we would need to follow.

Our production manager in India, called Dolly, has a big network in India. She still owns multiple factories and has a lot of friends with factories. We gave her all the criteria so she could ask her network for help. Criteria:

- 1 Fair Wear Foundation member
- 2 Similar sustainable customers
- 3 High quality
- 4 Enough capacity

- 5 Ability to fulfill timeline and deadlines
- 6 Respect our labour standards
- 7 A competitive price

She received multiple options and shared all of them with us. We checked which factories seemed to meet the requirements (on paper we could only check requirement 1, 2, 4, 5 and 6). We shared a project with the first selection and asked them to share an open costing with them. This way we could check if they also met requirement 7, competitive prices. After the second selection our management team in India went to visit the remaining factories. They checked the quality, manner of working and talked to the employees about labour standards. Nature Grace passed our total selection procedure and therefore we worked out the general conditions (discussed with and provided by FWF) and gave them a try out order.

INTEGRATION OF MONITORING ACTIVITIES AND SOURCING DECISIONS

In 2019 we took over the management of The Tailors. This factory was not a Fair Wear member and we decided to take care of this. Since we are in the management, it is worth all the energy and money we have put in, in order to make them Fair Wear member and let them pass all audits. We came to the insight that we can not put in the time and money every time we source a new factory therefore our nr. 1 requirement now is that the factory should already be a Fair Wear member.

We also believe the mindset of factories which are already Fair Wear member are closer to ours. We always build on long term relationships and therefore we find it important that our partners can take us to the next level. It does not matter if the factory gets improvement points from FWF during their audits, there always must be space to improve. More important to us, is that the factory understands these feedback and the importance to improve. Of course our office in India is helping them with everything they need but both parties should invest equally energy to make the collaboration a success.

For example, Chandramukhi received quite a lot points of improvement. We decided to put our production collaboration (for a big part) on hold until they improved these points. Our office guided them through all points and because the pleasant cooperation, we grew closer to each other again. They mentioned we put in a lot of effort to help them and they gratefully responded with putting in a lot of effort as well.

We are very happy to have our own office in India which is responsible for the contact with all factories. They speak the same language and we always ask them to keep close contact with all of them to know what is going on and help them whenever they want/need. Our goal is to make our partners feel like real partners, if they enjoy working with us they will feel responsible to make us feel the same. We learned this will lead to long term relationships which leads to a stable yet flexible organization.

Coherent system for monitoring and remediation

We keep on improving our digital system based on all problems we encounter on a yearly base. We monitor every step of the supply chain of every factory. This way we have a good insight in everything that is happening and also what is not happening. Every factory has his own challenges and we measure which problems are becoming very common. Based on this information, we plan meetings with the factory to check how we can improve this and we make a plan of action.

For example we mentioned a lot of projects were delayed because of overdue fabrics. Based on this information we set up a meeting to discuss what was going on. Apparently the fabric supplier was not giving our orders priority due to the smaller quantity. The supplier was happy with the total yearly quantity but not with the multiple shipments. We decided to check how many meters per fabric and per colour we bought in total on a yearly base. Based on this data we determined minimum stock quantities. This way we always have stock which lead to less delays for our customers and bigger orders for our supplier. Our supplier gave us better prices for the bigger orders so we did get multiple benefits in return.

Of course we also work actively with the FairForce system provided by Fair Wear. This system we use to keep track of overarching information. In short; all details are recorded in our own system and summaries, reports and detailed plans are shared in the Fair Force system.

Most important findings per Fair Wear labour standard:

1. Employment is freely chosen > All audit reports confirm there is no forced labour/employment.

2. Freedom of association and the right to collective bargaining > we came to the conclusion this is possible in all our factories but not all employees are aware of all the facts. We need to get into these details with all workers.
3. There is no discriminations in employment > This has not been an issue anywhere.
4. No exploitation of child labour > Our management in India is feeling the same about this subject as our management in The Netherlands. This is really not an option and since our management is visiting all factories so often (not always by appointment), we know for sure this is not happening in any of our factories.
5. Payment of living wage > we made a plan together with the total management to pay 2000 INR above the minimums. Details are written down in the work plan. We want to use this a good example for the other factories we work with.
6. Reasonable hours of work > we focused on keeping fabrics/trims in stock so productions can start and finish in time. Staring in time means we don't have to win time back and don't need overtime. We are still working on updating our system to keep even better track on the available capacity each month.
7. Safe and healthy working conditions > Our management makes sure they check out the tailors have everything they need in terms of health and safety. During COVID-19 we of course arranged face masks and disinfection. The factories we work with on a daily base arranged private transport to avoid crowds and VT choose to start working in multiple groups to reduce the contacts.
8. Legally binding employment relationship > We found out that in general it is hard to find good employees. This employees have a good position towards the factories so they can not be pushed in unpleasant positions. If they want a contract, they can get one with good conditions.

THE TAILORS / INDIA (43%)

Just before the lockdown came to us and India, Bart visited the factory in February. Our office in Delhi is across the road, they visit the factory on a daily base. We have two project/production meetings a week with The Tailors to discuss all running points. They tailors just passed their audit end 2019, so in 2020 we focused on the outcome of this audit. We made a workplan with a planning to meet all requirements and we are still following this plan. The tailors has been audited twice in 2019. Based on

the first report a lot of measures have been taken. After the second audit, we wrote a full improvement workplan and worked accordingly.

Most important findings per Fair Wear labour standard:

1. Employment is freely chosen > Our sample tailor took quite some days off which led to delays of the pp samples. If our pp samples come in late, we have to win time back in production. We don't want our tailors to work overtime and we also don't want to forbid our sample tailor to take days off. We decided to start looking for another sample tailor who can be used into production when all samples have been made. We are clearly never forcing labor/employment however the audit shows that our workers are not aware of the terminations and disciplinary policies. We will focus on this.
2. Freedom of association and the right to collective bargaining > during COVID-19 we have asked our management to ask the tailors themselves what they would prefer. Working in multiple groups to reduce contacts, private transport to reduce contact we even asked them if they needed help with for example finding a residence nearby the factory. We decided to enter the dialogue with all employees and make democratic decisions. Of course everyone was free to go home to their family as well but the public transport was not in use for a while. During this time, a lot of tailors were rather working than sitting and waiting at their residence.
3. There is no discriminations in employment > At the tailors we know for sure this is not happening. We are growing so hard that we are always looking for new tailors, everyone (not children) with the right experience can join the team. We have a lot of different religions in the team and everyone is accepting and respecting each other. Head of the factory is for example Muslim, production manager is Hinduism and senior merchandiser is Christian. We were under the assumption that from 18 years everyone could start working, this is also written into our policy. This seems to be a misunderstanding, 18 should change to 16 years, we will adjust this in our policy.
4. No exploitation of child labour > Our management in India is feeling the same about this subject as our management in The Netherlands. This is really not an option and since our management is visiting The Tailors every day, we know for sure this is not happening.
5. Payment of living wage > we made a plan together with the total management to pay 2000 INR above the minimums. Details are written down in the work plan.

6. Reasonable hours of work > we focused on keeping fabrics/trims in stock so productions can start and finish in time. We are still working on updating our system to keep even better track on the available capacity each month. We do everything to keep the working hours reasonable and so far so good. Our tailors never work on Sunday and the factory is also closed every evening and night.
7. Safe and healthy working conditions > Our management makes sure they check out the tailors have everything they need in terms of health and safety. During COVID-19 we of course arranged face masks and disinfection. Our office employees worked from home as much as possible and if they were heading to the office of factory, we arranged cabs so they did not had to travel by public transport. We have rented extra space so nothing will be blocked ever again.
8. Legally binding employment relationship > Our conditions are good and nobody is bound by any contracts. The tailors come to work every day and they will be paid even if we have a gap in production. We find this important because we want to keep our tailors. We think and act long term. We are happy to bind them legally to the company, if the tailors request this. Alle copies of appointment letters are maintained in the personal files but not handed out, this will be done in the future.

VERSATILE / INDIA (38%)

During Bart his visit, he also visited Versatile. Besides that our quality manager visits the factory on a weekly base. Of course this year, he was not able to visit every week due to lockdowns and COVID-19 measures. There was planned an audit by the end of 2020, we focused on preparing the factory for this audit. Versatile is very professional and did not need a lot of help from us to prepare. We made a checklist and checked with them if they did not miss out anything. We have in total two audits in our system, from 2017 en 2020. The audit in 2020, found place end of December. We are expecting the report to review and discuss together with the management from TT, TS and VT.

Most important findings per Fair Wear labour standard:

1. Employment is freely chosen > the audit end 2020 confirmed employment is freely chosen. No movements are restricted, no documents are withheld, they get paid every month.
2. Freedom of association and the right to collective bargaining > All workers are free to join the union. Workers are not aware of the formation and functions of the committee, we have to work on this.

3. There is no discriminations in employment > workers never get dismissed (without good reason) or forced to resign. Recruitment is really based on experience not on other factors.
4. No exploitation of child labour > All workers are above 20, factory checks the ages with birth certificates.
5. Payment of living wage > All workers receive the legal minimum wages. We have already been in communication about living wages. To give a good examples we started working towards living wages with The tailors.
6. Reasonable hours of work > There is a clear policy about working hours from 9.00 am to 6.00 pm and Sunday is the weekly day off.
7. Safe and healthy working conditions > Versatile receive a lot of positive feedback but also a lot of improvement points. We have to set up a meeting to discuss all and get these points clear. We will also ask our quality manager to help them with the improvement of these points since he knows how it should be.
8. Legally binding employment relationship > All workers are on company roll and all appointments/contracts are legal.

CHANDRAMUKHI / INDIA (3%)

Our quality manager Rajiv visits the factory every now and then to do a check up. There was planned an audit for end 2020 so we did our best to help the factory to prepare. Unfortunately the factory did not really respond to our help. The outcome of the audit was not according to our standard, on top of that the factory received an complaint. Based on all these points, we decided to put the collaboration on hold. After we received the audit outcome, we sat together and explained we were willing to help them improve. They accepted our help and we have re-established our partnership. However for now we will not give the factory new projects, we also don't give them all repeat-orders since our trust has not been fully restored yet.

Most important findings per Fair Wear labour standard:

1. Employment is freely chosen > Employment and labour is not forced but the factory could offer more help regarding accommodation and should also get their documentation system under control. This is not worked out in details for every employee.
2. Freedom of association and the right to collective bargaining > Factory has a Collective Bargaining Agreement but workers are not aware of committees.
3. There is no discriminations in employment > Confirmed there is no discrimination.

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4. No exploitation of child labour > This is not socially accepted and however not all documentation is there, there is no sign of child labour at all.
5. Payment of living wage > legal minimum wages are not paid to the workers, social securities are not paid for all tailors. CM really needs to improve this. This is unacceptable for us, this makes it unable to build further on our relationship.
6. Reasonable hours of work > documents seem to be falsified and not workable. Records are not matching interview outcomes.
7. Safe and healthy working conditions > there are a lot of requirements not met yet. This has also something to do with the fact that they just moved but this needs to be solved very soon.
8. Legally binding employment relationship > they started to document everything and get a system. Unfortunately this is not organized yet for all employees.

AREM / INDIA (2%)

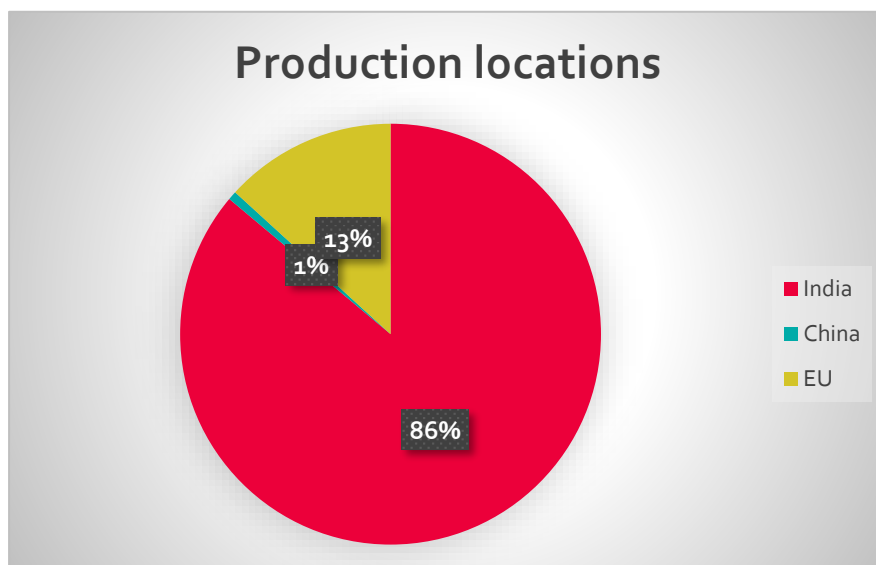
We decided in 2019 to stop the collaboration with this factory. They agreed with this decision and together we agreed to one last project in 2020. Factory has not been visited in 2020 since the management visited them late in 2019. All business will be taken over by The Tailors.

CAPWINDOW / CHINA (1%)

We only do business if our customer especially requests this, this happens approximately one time each year. The factory is a FWF member and that is why we agree every now and then as a service towards our customers. We always ask them to share their FWF reports to review and we let them know they can ask us for help if they need it to improve.

AXFILIA / PORTUGAL (13%)

Due to COVID-19 the factory has not been visited, this will be on the agenda of our director for 2021 (hopefully). Since this is a European factory, FWF does not need further details from us. Nevertheless we will gather the same information in our system as we do for all other factories. We also share the summaries in the Fair Force system.



Complaints handling

In 2020 we only received one complaint notice. This complaint was for Chandramukhi, we already had the feeling there was something going on with this factory. The factory decided to move partly to another area and according to us they took to much work on their plate. They were not willing to communicate with us so we decided to put the collaboration on hold. We had three repeat-orders from customers we had to give them but we did not gave them new projects.

All this happened even before we received the complaint. We awaited their audit and at the same time we get to know about the complaint. After gathering all the information we decided to get in contact with the factory to set up a meeting to clear the air. We offered them our help to improve and to restart our collaboration.

Training and capacity building

ACTIVITIES TO INFORM STAFF MEMBERS

Our director attends all FWF webinars and informs the Dutch and Indian office staff after every webinar with a summary by email. He makes sure everyone is aware of the latest updates because awareness among the staff is one of the most important things. Once in a while he makes a planning with all FWF webinars and invites employees for which it could be interesting.

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Besides the FWF webinars we are Modint member and attend several of their webinars as well. These webinars are interesting to get the know what the trends are for each department; purchasing, production and design.

The tailors working in the factory are kept up to date by notes in the factory in multiple languages. If there are big, important matters our management will go there to inform them and give them oral explanation. We are also working on finding the perfect contact person for confidential information, so our tailors they can ask/share everything they want anonymously.

ACTIVITIES TO INFORM AGENTS

We don't work with agents.

ACTIVITIES TO INFORM MANUFACTURERS AND WORKERS

The manufacturers we work with are in contact with our office on a daily base. Besides this our quality manager visits them quite often. During every trip he checks if still all important FWF information is visible for the tailors working in the concerned factory. Information sheets are available in multiple (local) languages for the workers (including The Code and the contact details of the complaints handler).

We only work with other FWF members, the factories we work with for years are aware of this requirement and became member. New factories we source are selected based on if they are FWF member. If not, they won't take part of the further sourcing process. In brief, all our stakeholders are FWF minded and aware of the guidelines they have to follow and requirements they have to meet.

Information management

For the FWF workplan we made a planning for all our points of improvement. We try to follow this planning and are discussing the planning (to do's) every week. During the meeting we take notes which we share with the whole team so everyone is aware of everything that is happening. We also have asked our system developer to create more options to save factory information. We can add all notes of the meetings in our system, we have all information gathered at one page. We also can add attachments, so we save all documents concerning FWF on the same page. We started testing these new possibilities and are planning to improve this tracking system further in the following year.

Transparency & communication

We are very transparent about our FWF membership since we are very proud of it. We work really hard to get good results and to improve ourselves. Of course not only for the results on paper, but it is really encouraging to receive positive feedback from our workers and employees. If they are happy, they are willing to work in a different way for us, which leads to more efficiency, better prices, better quality and happy customers. Happy customers mean repeating business for us and our factories, so everyone benefits from this situation.

Since we are communicating about sustainability and FWF a lot, online and offline, we are building up our marketing department to focus even more on this communication. In 2020 we mentioned it during every meeting, it is mentioned on all of our websites and we have posted (and are posting) on social media about everything we do for FWF and the steps we make. Our target group changed towards customers with focus on sustainable purchasing. Our customers are specially asking for sustainable and social responsible productions, they also need proof of this. Our FWF reports help us to proof our CSR status to the customer.

Stakeholder engagement

Our dealers are increasingly getting sustainability questions/requests. They ask us for help and we organize sales meetings for them for which sustainability and FWF are big topics. We also share pictures with our dealers so they can tell and show their customers and stakeholders how production is done. One of our Dealers has started his own sustainable project group, which we join every now and then.

Besides this we have worked with multiple export students to help them with their researches. One export assignment they worked out internally. They came back to us with their findings, conclusions and recommendations.

We also had contact with our contact person at FWF to brainstorm together about several matters. We asked for example for general conditions we could share with our new manufacturers. We are also in close contact with our contact person at Modint. We have attended multiple sourcing webinars since this was an active topic within our organization. They keep us informed about everything that is happening in our marketing worldwide and bring us in contact with interesting people.

Corporate Social Responsibility

Fabrics: we changed all our standard fabrics to recycled fabrics with certificates. If customers are requesting not sustainable fabrics we always source fabric from very high quality with great resistance that will last a long time.

Trims: we changed all our standard labels to recycled labels.

Production: for this we take FWF as example and try to follow all their guidelines and meet their requirements.

Transport: we offer standard sea shipments to our customers in stead of air shipments. Sea shipments are included and for air shipment they have to pay extra.

Thirtyfour: customer can use this system to customize and order their own collections. In this system we only offer recycled materials and sea shipments.